



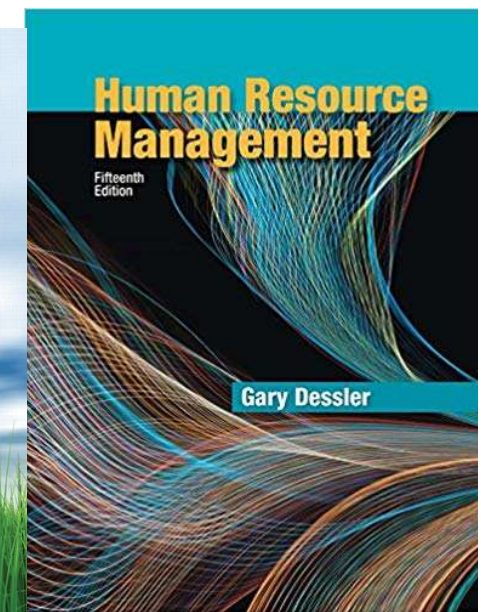
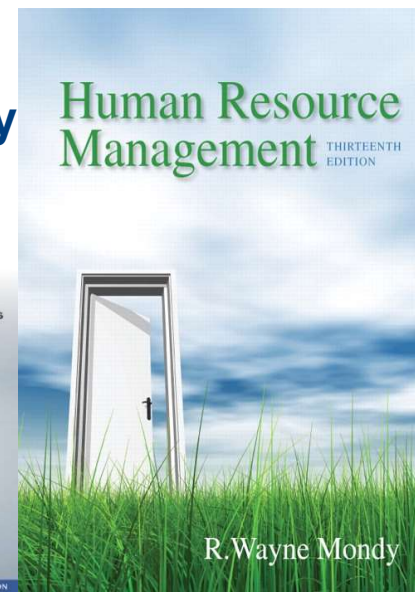
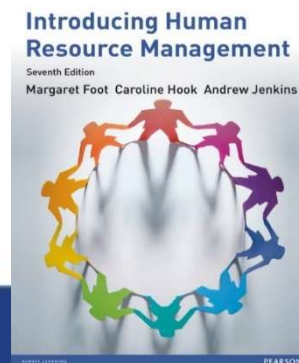
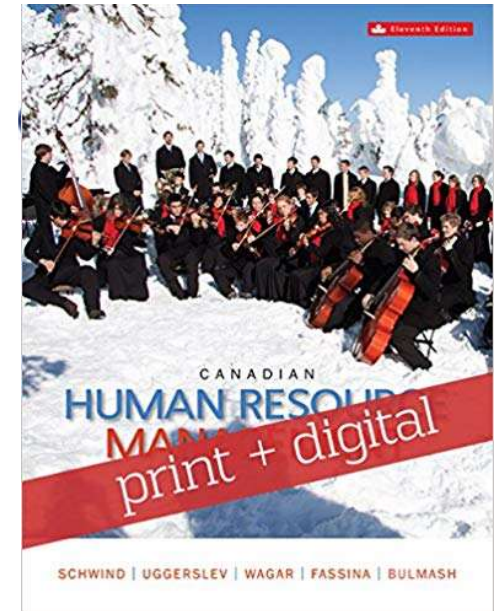
Human Resources Management

Ing. Mgr. Juraj Chebeň, PhD.

Introduction to strategic HR management. Trends in HRM.

Learning objectives:

- Explain what HRM is, its importance and benefits and how it relates to the management process.
- Explain the line and staff aspects of HRM.
- Identify HR management functions.
- Describe HR environment and who performs HR activities.
- Explain new approaches to organizing HR.
- Briefly discuss and illustrate the important trends influencing HRM.
- Present HR strategy in environmental context. Key HR challenges.
- Understand the HR manager's personality
- Explain key employee behaviors
- Discuss factors influencing employee behaviors
- Identify implications for managers



Why is Human Resource Management Important to All Managers?

The Value of Studying HR Management

- Profitability
- The reality of work
- Self-employment or small business

Benefits of strategic HR policies

- Encouraging Proactive Behavior
- Communicating Company Goals
- Etc.

Benefits of strategic HR policies

- Encouraging Proactive Behavior
- Communicating Company Goals
- Stimulating Critical Thinking and Examination of Assumptions
- Identification of Gaps Between Current Situation and Future Vision
- Encouragement of Line Managers' Participation
- Identification of HR Constraints and Opportunities
- Creating Common Bonds

HR management functions

Staffing

- Job analysis
- Human resource planning
- Recruitment
- Selection

HR development

- Training
- Organization development (OD)
Career planning
- Career development

Performance management

- Performance appraisal

Compensation

- Direct Financial Compensation and Indirect Financial Compensation (Benefits),
- Nonfinancial Compensation

Employee and labor relations

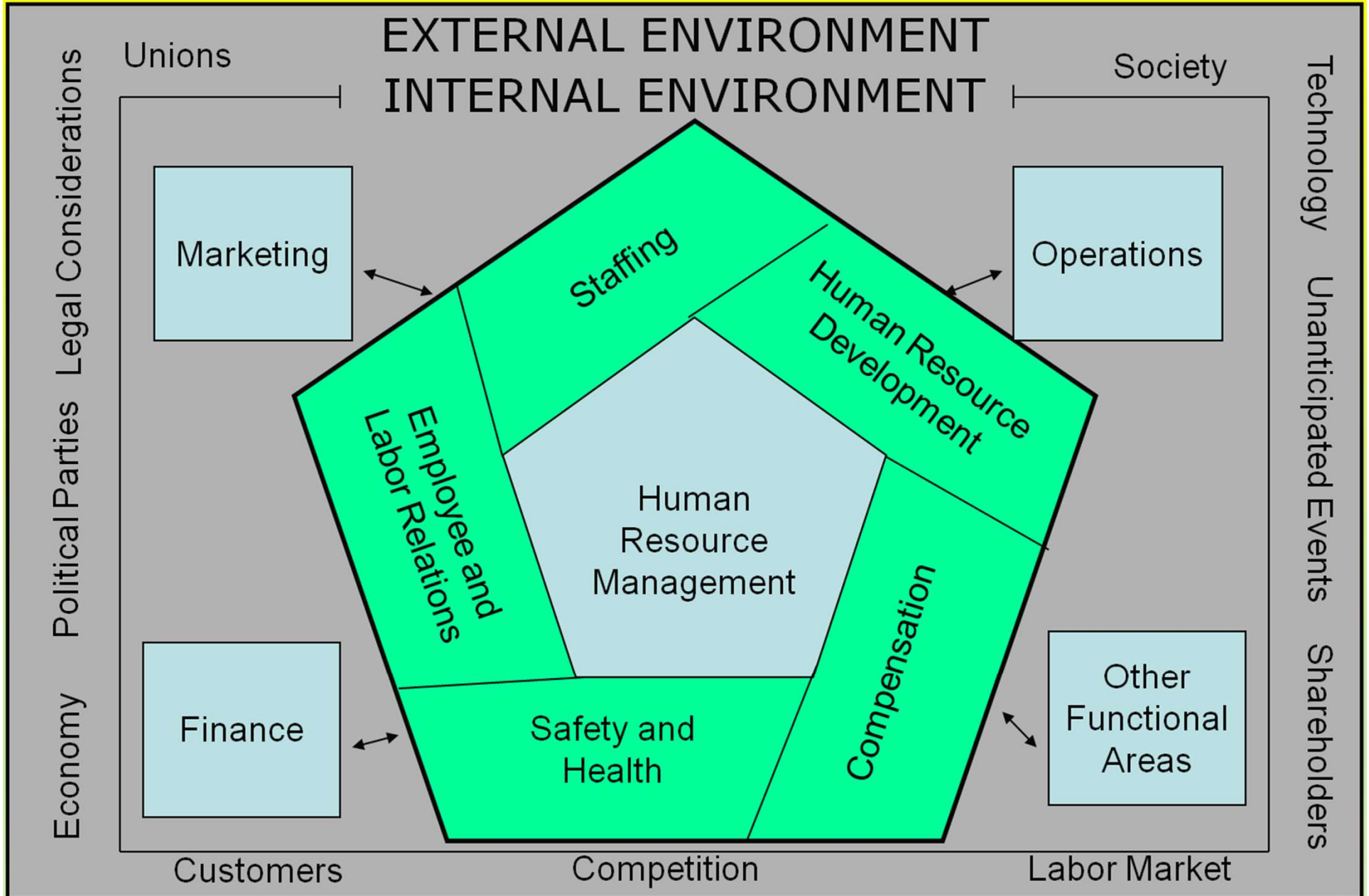
Safety and health

- Safety
- Health

HR data analytics

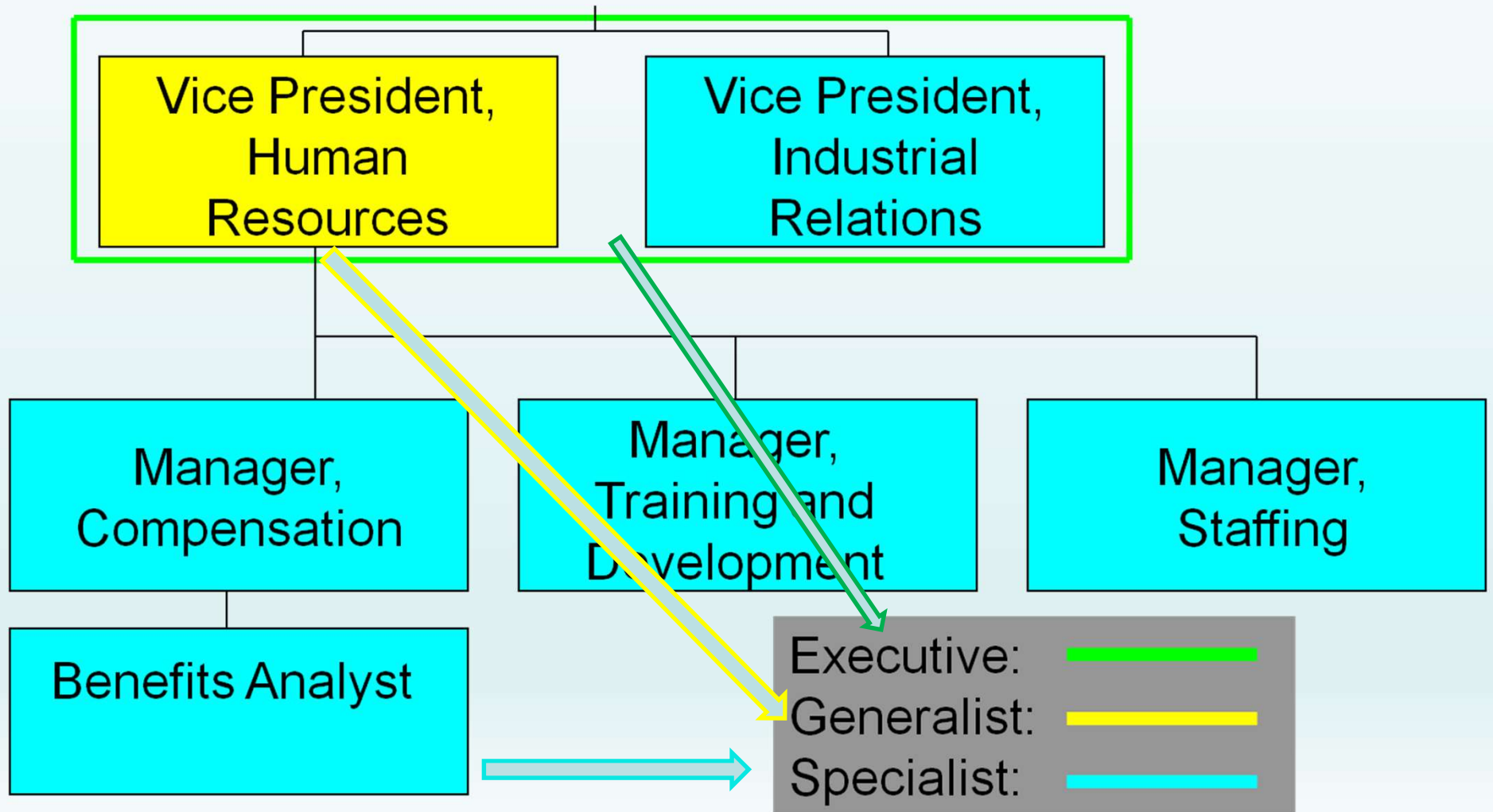
Interrelationships of HRM functions

Environment of Human Resource Management



Human Resource Executives, Generalists, Specialists, and BP

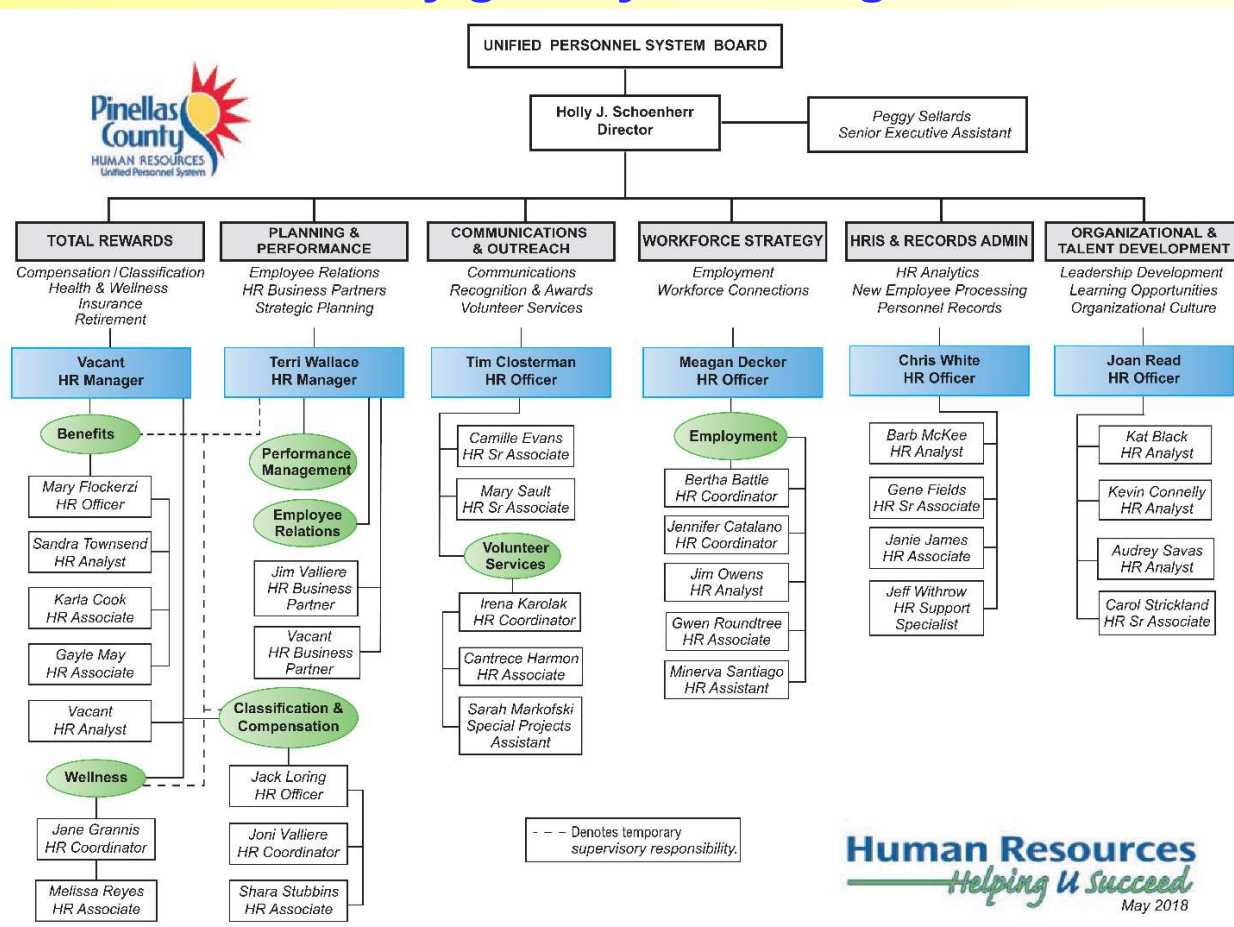
HR Business Partner



Line and Staff Aspects of Human Resource Management

Managers usually distinguish between line authority and staff authority.

- Line authority gives you the right to issue orders
- Staff authority gives you the right to advise others in the organization



- Human Resource Department Organization Chart Showing Typical HR Job Titles

Line Manager's HR Management Responsibilities



- **Placing the right person in the right job**
 - **Starting new employees in the organization (orientation)**
 - **Training employees for jobs that are new to them**
 - **Improving the job performance of each person**
-
- **Gaining creative cooperation and developing smooth working relationships**
 - **Interpreting the company policies and procedures**
 - **Controlling labor cost**
 - **Developing the abilities of each person**
 - **Creating and maintaining departmental morale**
 - **Protecting employees' health and physical conditions**

New Approaches To Organizing HR

HR job duties include: recruiters, EEO (equal employment opportunity) representatives, job analysts, compensation managers, training specialists, and labor relations specialists.

HR technology

Shared Services
(Transactional) HR teams

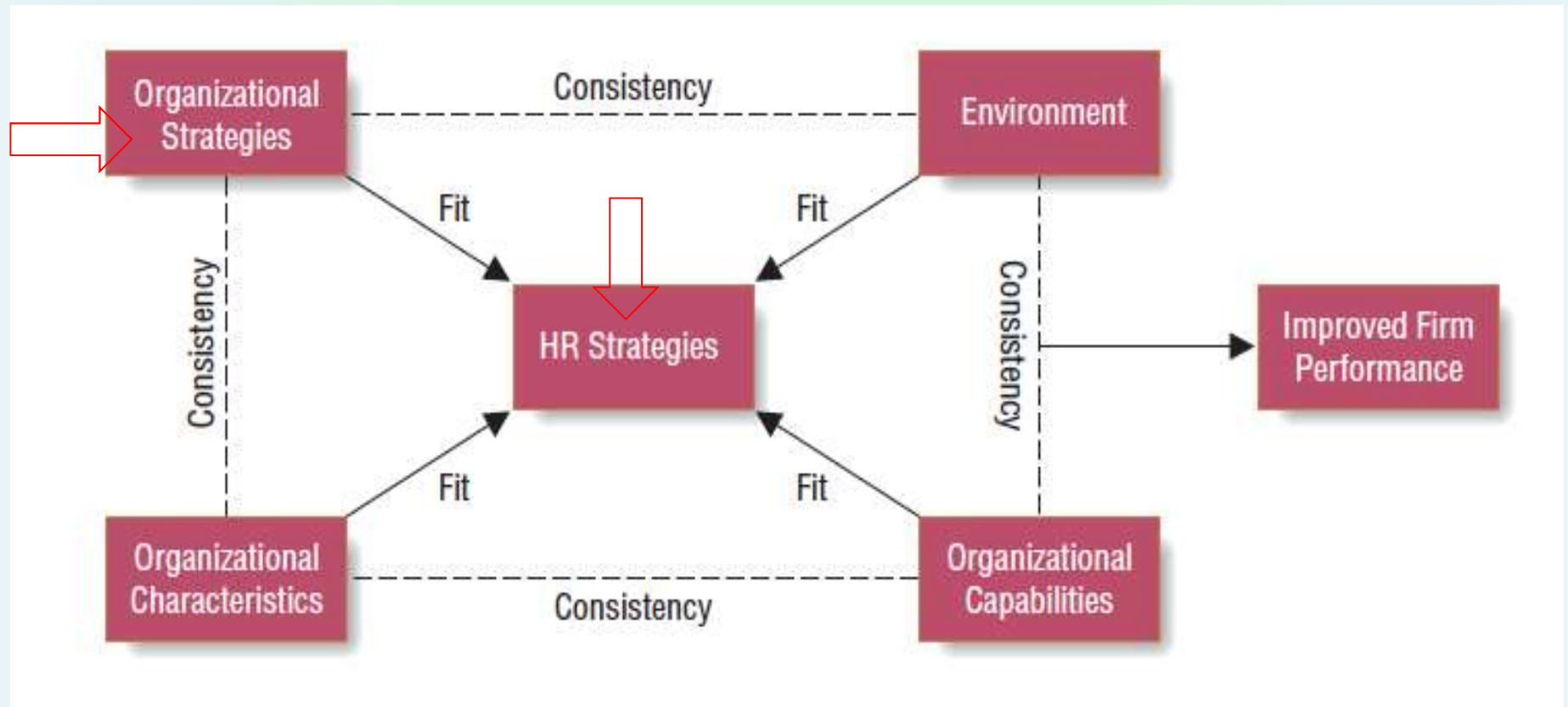
Corporate HR teams

Embedded HR teams

Centers of expertise

Selecting HR Strategies

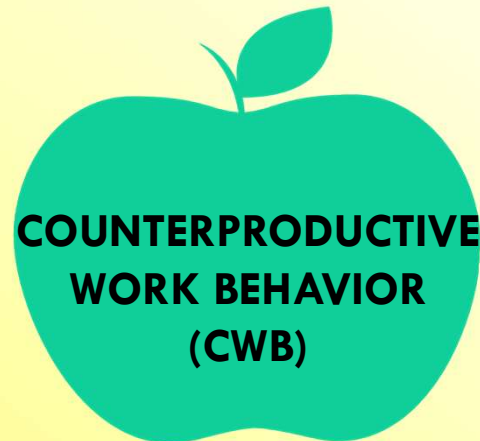
- HR strategies should fit with other organizational aspects



New HR manager personality

- 1. Leadership & Navigation**
- 2. Ethical Practice**
- 3. Business Acumen**
- 4. Relationship Management**
- 5. Consultation.**
- 6. Critical Evaluation.**
- 7. Global & Cultural Effectiveness**
- 8. Communication**
- 9. Command of the basic functional areas of HR such as the following:**

Key Employee Behaviors and Characteristics



Factors Influencing Employee Behaviors

Internal Factors

A
Personality
Traits

B
Motivation
- Intrinsic
- Extrinsic

C
Values
and
Attitudes

1.
Organizational
Culture

2.
Leadership
Style

External Factors

3.
Work
Environment

4.
Compensation
and Rewards

Implications for Managers



Setting Clear Expectations

Expectations



Creating a Positive Work Environment

Environment

Feedback and development

Motivating through Rewards and Recognition 

Motivating



Offering Feedback and Development Opportunities

Managing Counterproductive Behaviors

Managing Counterproductive Behaviors 

Conclusion

Key terms in HRM

Management Process

Human resource management

Country's culture

Authority

Corporate culture

Strategic HRM

Staffing

Line Authority

Manager and managing

Line Manager

Staff Authority

Union

Staff Manager

Health and safety

Ethics

Human resource management professional

HR outsourcing and Human capital

Human resource development

Human resource information system

Performance management

Direct financial compensation

Nonfinancial compensation

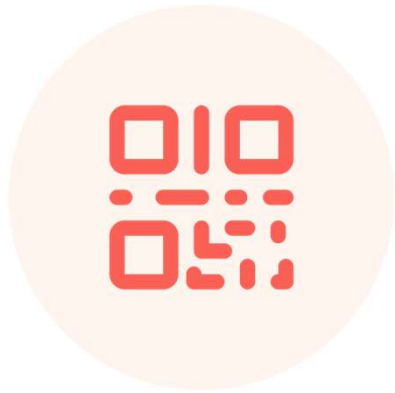
Employer branding

Indirect financial compensation

Professional employer organization

Shareholders

Employment Engagement



Thank you for your attention!